MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2015/2016

BAC2694 – MANAGEMENT CONSULTANCY

(All sections / Groups)

3 JUNE 2016
3.00 p.m.-6.00 p.m.
(3 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of four **(4)** inclusive of the cover page with five **(5)** questions.

2. Answer **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.

3. Please write all your answers in the Answer Booklet provided.

QUESTION 1

Each year management consultants in the United States receive more than $2 billion for their services. Much of this money pays for impractical data and poorly implemented recommendations. To reduce this waste, clients need a better understanding of what consulting assignments can accomplish. They need to ask more from such advisers, who in turn must learn to satisfy expanded expectations. Analysis involves taking information about the business and its situation and processing that information so that effective decisions may be made from it.

Discuss the general analysis skills that a consultant must develop in order to meet the challenge of managing the consulting project.

(Total: 20 marks)

QUESTION 2

Globalization and constant innovation of technology result in a constantly evolving business environment. Phenomena such as social media and mobile adaptability have revolutionized business and the effect of this is an ever increasing need for change, and therefore changes management. With the business environment experiencing so much change, organizations must then learn to become comfortable with change as well. Therefore, the ability to manage and adapt to organizational change is an essential ability required in the workplace today. Yet, major and rapid organizational change is profoundly difficult because the structure, culture, and routines of organizations often reflect a persistent and difficult-to-remove "imprint" of past periods, which are resistant to radical change even as the current environment of the organization changes rapidly.

Critically discuss the roles of consultant in managing change in the above context.

(Total: 20 marks)

QUESTION 3

A process is a sequence of events directed towards achieving some overall outcome. A consulting project will be successful only if the right actions are carried out in the right order.

Discuss the consulting process that you might go through for a project of improving your client's health products using traditional herbs.

(Total: 20 marks)

Continued ...

QUESTION 4

a. To survive as a consultant in any industry, you need to charge fees that will enable you to stay in business; at the same time, both you and your clients need to feel that your fees are fair and equitable. So how do you find the middle ground that seems fair to everyone involved?

Describe FOUR (4) methods of billing that are commonly used for arriving at an attractive pricing structure between consultants and their clients.

(10 marks)

b. Management consulting firms are heavily depend on the expertise of their people, focus on customer relations, employ network architectures, the nature of their work is project-based, and emphasis is placed on applying creativity for solving client problems. Hence management consultants live and breathe knowledge because they sell business solutions and knowledge themselves.

Discuss FIVE (5) reasons why knowledge management is important in consultancy industry.

(10 marks)
(Total: 20 marks)

QUESTION 5

Bella Furniture Sdn Bhd is a business which manufacture and markets a range of premium-priced home and office furniture. Distribution is direct to the customer via catalogue and online ordering. The business was started fifteen years ago and now employs 50 people. It recognizes its success and is ambitious for growth. Mr Ameer the owner of the business has approach you as a management consultant to help him formulate the firm's expansion plans.

During an introductory meeting between you and Mr Ameer, you come to the conclusion that the issue should be managed by operation management consultant who deals with assisting clients in developing operations strategies and improving systems that affect the production, delivery, and after-service of a product or service. In order to have a better understanding about the scope of operation management consulting, Mr Ameer had requested to have another meeting with you.

Required:

Prepare a proposal to explain details about operation management consulting which will be presented during the meeting with Mr Ameer. You need to include points such as:

a. types of operating management consulting,
b. the 5Ps of operation management and

Continued ...

c. the key concepts of operation management consultants.
d. analytical tools used by operation management consultant to analyse the firm's situation.

(Total: 20 marks)

End of Paper